



Strathbogie Shire Council

Domestic Animal (Dogs and Cats) Management Plan

Contents		Page
1.	Summary	3
2.	Introduction and Context of this Plan	4
	Purpose of this Domestic Animal (Dog and Cat) Management Plan	4
	Municipal Profile	5
	Domestic Animal Statistics and Data	6
3.	Statement of Purpose	6
	Council Vision	6
	Guiding Principles	6
	The Core Purpose of the Strathbogie Shire Council's Animal Management Services	7
4.	Strategic Directions for Domestic Animal Management	8
	Responsible Pet Ownership	8
	Desexing Dogs and Cats	8
	Microchipping Dogs and Cats	9
	Dog Attacks	9
	Confinement of Cats and the Prevention of Dogs Wandering at Large	9
	Cat Management – Feral and Semi Owned Cats	10
	The Welfare of Dogs and Cats	10
	Community Safety	10
	Barking Dogs	11
	Promote Socialisation and Dog Training	11
	Registration and Identification	11
	Lost and Found Dogs and Cats	11
	Compliance Officer Training and Development	11
	Encouraging Responsible Pet Ownership – Community Education	12
5.	Performance Monitoring and Evaluation	
	Our Performance Monitoring and Evaluations Process	12
	Key Performance Indicators	12
	Review Cycle/Date for this Plan	12
Appendices		
A:	Action Plan	13

1. SUMMARY

Recent amendments to the primary Act which governs dog and cat controls, the Domestic (Feral and Nuisance) Animals Act 1994, has provided Council with the opportunity to take a strategic approach to domestic animal management.

This approach has resulted in the development of a plan for the management of dogs and cats within the Shire over the next three years (2008-2011).

Specifically three amendments are noted to the Act:

1. Section 68A of the Act requires Council to prepare a Domestic Animal Management Plan for a 3 year period.
2. Section 10A of the Act provides for Council if it so chooses, to make a resolution that after a specified date it would not register or renew the registration of a dog or cat unless the dog or cat has been desexed or is exempted under the Act from any requirement to be desexed.
3. Section 10D of the Act provides for Council if it so chooses, to exempt a class of dog or cat from any requirement to be implanted with a prescribed permanent identification device (microchip) for the purposes of the renewal of registration unless the dog or cat was exempted under the Act from any requirement to be implanted with a microchip.

In Victoria alone, 53,000 cats are received by shelters each year, of which 36,000 are destroyed. The number of cats entering shelters has not decreased over 15 years. Female cats can become pregnant before they are 6 months old (the age currently most commonly recommended for desexing). A large proportion of the cats destroyed are less than 4 months of age.

Victorian shelters have joined together with the sole aim of achieving mandatory desexing of cats, in order to reduce cat overpopulation and stop the heartbreaking destruction of so many cats each year.

Council has received correspondence from the RSPCA, Lort Smith Animal Hospital and Humane Society for Animal Welfare recommending and urging Council to introduce mandatory desexing of dogs and cats.

It is anticipated the development and implementation of a Domestic Animal Management Plan for the municipality and the state legislative amendments will:

- improve animal management in general;
- increase the likelihood of implanted animals being reunited with their owners;
- reduce the high numbers of cats and dogs being handed in or brought in to animal shelters; and
- reduce the high numbers of cats and dogs having to be euthanased annually.

The successful development and implementation of this plan will:

1. Develop formalised processes
2. Include the community in consultation through exhibition of the document
3. Raise community awareness
4. Increase Council support for animal management
5. Address training needs for Authorised Officers
6. Improve animal management
7. Address animal welfare issues

2. INTRODUCTION AND CONTEXT OF THIS PLAN

PURPOSE OF THIS DOMESTIC ANIMAL (DOG AND CAT) MANAGEMENT PLAN (DAMP)

The State Government has amended provisions of the Domestic (Feral and Nuisance) Animals Act 1994, to further improve animal management. Councils in Victoria are now required by legislation to prepare and implement a domestic animal management plan.

Animal management today encompasses issues associated with:

- the registration and identification of dogs and cats.
- protecting humans and animals from dog attacks.
- the confinement of dogs and cats.
- the overpopulation of dogs and cats.
- any impacts on the environment.
- nuisance behaviour.
- access to public open spaces by dogs and their owners.
- the health and well-being of dogs and cats.

The purpose of the Domestic Animal Management Plan is to improve animal management in general. The plan also aims to increase the likelihood of animals being reunited with their owners and reduce the high numbers of cats and dogs being handed in or brought to animal shelters and consequently reduce the high numbers of cats and dogs having to be euthanased annually.

Section 68A (2) of the Domestic (feral and Nuisance) Animals Act states that a Domestic Animal Management Plan must:

(a) set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and

(b) outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and

(c) outline programs, services and strategies which the Council intends to pursue in its municipal district—

(i) to promote and encourage the responsible ownership of dogs and cats; and

(ii) to ensure that people comply with this Act, the regulations and any related legislation; and

(iii) to minimise the risk of attacks by dogs on people and animals; and

(iv) to address any over-population and high euthanasia rates for dogs and cats; and

(v) to encourage the registration and identification of dogs and cats; and

(vi) to minimise the potential for dogs and cats to create a nuisance; and

(vii) to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and

(d) provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and

(e) provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and

(f) provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

Section 10A of the Act provides for Council to make a resolution that after a specified date it would not register or renew the registration of a dog or cat unless the dog or cat has been desexed or is exempted under the Act from any requirement to be desexed.

Numerous animal welfare organisations have formed the Cat Crisis Coalition Group to address the problem and have written and contacted Councils and key stakeholders to support the introduction of compulsory desexing of dogs and cats.

Section 10D of the Act provides for Council to exempt a class of dog or cat from any requirement to be implanted with a prescribed permanent identification device (microchip) for the purposes of the renewal of registration unless the dog or cat was exempted under the Act from any requirement to be implanted with a microchip.

Exemptions are not to apply to a dangerous dog or restricted breed dogs. However, the following dogs and cats do not have to be desexed to be registered or to have their registration renewed:

- a dog or cat that is used for breeding purposes in connection with a domestic animal business;
- an animal that is registered with an applicable organisation;
- a dangerous dog that is kept as a guard dog for non-residential premises;
- a dangerous dog that has undergone protection training in accordance with any relevant Code of Practice made under section 59;
- a dog or cat that is the subject of written veterinary advice that the health of the dog or cat is liable to be significantly prejudiced if it is desexed or microchipped.

STRATHBOGIE SHIRE COUNCIL – MUNICIPAL PROFILE

Strathbogie Shire was formed on 18 November, 1994 with the amalgamation of the former Shires of Goulburn, Euroa and Violet Town, and part of the City of Seymour.

Strathbogie Shire is set amid the picturesque Strathbogie Plateau, which extends to the fertile plains of the Goulburn River and beyond. Situated midway between Melbourne and Albury, the 3,302 square kilometre municipality includes the major towns of Euroa, Nagambie, Avenel and Violet Town. Smaller townships are also spread throughout the municipality which are predominantly used for rural living purposes.

Rural areas of Strathbogie Shire are among the fastest growing in the state while the municipality is also home to an increasing number of urban residents seeking a better lifestyle.

The Shire of Strathbogie is known as the "Horse Capital of Victoria". It is home to a number of thoroughbred and general horse studs and associated training facilities. Council supports the ongoing development of the equine industry, particularly for its rural employment and investment opportunities.

Furthermore, Strathbogie Shire has many features to complement its traditional agricultural base of wool, grain and cattle.

Tourism is very important to the Shire, with thousands of visitors each year appreciating the natural, unique and developed tourist sites throughout the municipality. The Lake Nagambie precinct, with spectacular views, is among the most popular sites. The Nagambie Lakes Regatta Centre attracts thousands of competitors and onlookers each year when it hosts national and state rowing and canoeing championships. Wineries, markets, water sports at Lake Nagambie, gliding and the natural features of the Strathbogie Ranges, the Goulburn River and Seven Creeks are among other popular attractions.

DOMESTIC ANIMAL STATISTICS AND DATA

Number of EFT Compliance Officers	2
Number of Registered Dogs	2658
Number of Registered Cats	545
Number of Registered Declared Dogs	2
Number of impoundments (dogs)	104
% of dogs returned to owner	65%
% of dogs rehoused	15%
% of dogs euthanased	20%
Number of impoundments (cats)	64
% of cats returned to owner	11%
% of cats rehoused	16%
% of cats euthanased	73%
Total number of households	6400
Total number animal complaints	104

(All data relates to the 2007/08 financial year)

3. STATEMENT OF PURPOSE

STRATHBOGIE SHIRE COUNCIL VISION:

A vibrant, sustainable and developing community where people can pursue a wide range of interest and lifestyles in a secure environment. This will rely on us protecting our environment, enhancing our sense of community and strengthening our economic base.

GUIDING PRINCIPLES

The Council Plan 2007-2011 details how we will work together with our community to realise the vision for the Shire in partnership with our community. Council has set the following Guiding Principles for the next four years as a guide to all decisions and actions:

- 1. Service:** Recognition that service to our community is our reason for being
- 2. Integrity:** Acting in an honest, impartial and trustworthy manner and engendering a confidence both within our community and our organisation
- 3. Excellence:** Delivering quality outcomes based on reliable information, a responsible approach and driven by the desire to continuously improve
- 4. Valuing people:** Valuing the contribution that people inside and outside the organisation make to the achievement of the Shire's vision
- 5. Commitment to Strathbogie Shire:** Ensuring our actions serve the people of Strathbogie Shire and its long term interests
- 6. Value:** providing services and facilities that offer value for the community in terms of cost, quality and reliability, and that are economically and environmentally sustainable
- 7. Participation and consultation:** provide genuine opportunities for informed community involvement in decision making, in a framework of local democracy

Since Council amalgamation Strathbogie Shire has been focused on identifying and improving services to the community whilst balancing those needs with our financial sustainability. Of concern to Council is the infrastructure backlog affecting most Councils in Australia.

THE CORE PURPOSE OF THE STRATHBOGIE SHIRE COUNCIL'S ANIMAL MANAGEMENT SERVICES ARE:

Firstly, to recognise that pets are integral to the lives of many people and recognise the health and social benefits associated with pet ownership.

Secondly, to inform and educate the community about the needs of companion animals and promote responsible pet ownership;

Thirdly, to ensure that the sentiment of the wider community is reflected through Council's Domestic Animal Management Plan; and

Finally, to secure the safety and well being of members of our community including the animals.

On a day to day basis Council is required to provide an animal management service to ensure that animals do not denigrate the amenity and community safety of the municipality. Council is required to respond to public queries, provide advice to residents and provide enforcement of relevant Acts, Regulations and Local Laws. This service includes:

- Animal Registration – Council is responsible for identifying and registering all dogs, cats and domestic animal businesses within the municipality.
- Provision of Animal Pound Facilities - Council is responsible for providing animal pound facilities for impounded dogs, cats and livestock.
- Investigate Domestic Animal Complaints – Council is responsible for responding to complaints about domestic animals.
- Enforcement – Council is responsible for issuing and duly recording infringement notices in instances where complaints are not addressed or resolved in accordance with the relevant legislation, to ensure all relevant legislation and local laws are complied with.
- Infringement Notice Appeals Process – Council is responsible for providing an infringement notice appeals process to enable assessment of applications for the withdrawal of notices resulting in the withdrawal of non-valid notices.
- Statutory Obligation – Council must comply with, and enforce, the following Acts and Regulations:
 - Domestic (Feral and Nuisance) Animals Act 1994;
 - Impounding of Livestock Act 1994;
 - Magistrates Court Civil Procedures Rules 1989;
 - Pound Act 1958;
 - Impounding of Livestock Act 1994; and
 - Infringements Act 2005.
 - Guidelines and Standards applicable to the required service:
 - Code of Practice for the Management of Animals in Shelters and Pounds;
 - Code of Practice for the Operation of Pet Shops;
 - Code of Practice for the Operation of Breeding and Rearing Establishments;
 - Code of Practice for the Operation of Boarding Establishments;
 - Code of Practice for the Operation of Dog training Establishments; and
 - Code of Practice for the Operation of Greyhound Establishments.

...it's easier to reunite you with your dog or cat when it's microchipped...

4. STRATEGIC DIRECTIONS FOR DOMESTIC ANIMAL MANAGEMENT

RESPONSIBLE PET OWNERSHIP

Education is integral to animal management and to be successful education programs need to be carefully designed.

The objectives of the responsible pet ownership education program will be to ensure and encourage current, new and prospective pet owners:

- consider the responsibilities of pet ownership before obtaining a pet;
- select a breed that is appropriate to their lifestyle and home environment;
- consider obtaining a pet from an animal shelter such as the RSPCA, Lost Dogs' Home or Council pound;
- identify and register their pets;
- vaccinate their pet;
- desex their pet;
- socialise their pet around other humans and animals;
- undertake appropriate obedience training;
- provide an appropriate home environment;
- confine their pet to their property; and
- exercise their dog.

DESEXING DOGS AND CATS

The state government has introduced legislation that Councils may by Order require all dogs and cats in the municipality to be desexed other than those exempt. Numerous animal welfare organisations (11 in total) and the Human Society for Animal Welfare have formed the Cat Crisis Coalition to address the problem and have written and contacted Councils and key stakeholders to support the introduction of compulsory desexing of dogs and cats.

The State Government in recognition of these facts has amended the Domestic (Feral and Nuisance) Animals Act 1994 Section 10A to provide for Council to make a resolution that after a specified date it would not register or renew the registration of a dog or cat unless the dog or cat has been desexed or is exempted under the Act from any requirement to be desexed.

10B Dogs and cats that are exempt from desexing

(1) The following dogs and cats do not have to be desexed to be registered or to have their registration renewed by a Council—

(a) a dog or cat that is owned by a person or body that conducts a domestic animal business under which dogs or cats are bred and the dog or cat is used for breeding purposes in connection with that business;

(b) a dog or cat that is owned by a person who is a current member of an applicable organisation and the animal is registered with that organisation;

(c) a dangerous dog that is kept as a guard dog for non-residential premises;

(d) a dangerous dog that has undergone protection training in accordance with any relevant Code of Practice made under section 59;

(e) a dog or cat that is the subject of written veterinary advice that the health of the dog or cat is liable to be significantly prejudiced if it is desexed;

(f) a dog or cat that is of a class of dog or cat that is exempt under a resolution made under section 10A from a requirement to be desexed.

MICROCHIPPING DOGS AND CATS

All dogs and cats unless specifically exempt must be microchipped.

Council has the ability by resolution to introduce an Order requiring all dogs and cats in the municipality to be microchipped other than those registered after the 1st May 2007 who must be microchipped prior to registration.

Council if it so chooses, is able to exempt a class of dog or cat from any requirement to be implanted with a prescribed permanent identification device (microchip) for the purposes of the renewal of registration unless the dog or cat was exempted under the Act from any requirement to be implanted with a microchip.

DOG ATTACKS

This is a critical Animal management role. It is generally thought that dog attacks occur predominantly in and around the family home including the pavement in front of the home.

All dog owners must confine their dogs to their property unless they are under effective control and should be encouraged to take their dog to a recognised obedience training school. This introduces basic training which helps the owner to understand his or her responsibilities and importantly helps with socialisation of the dog and minimises aggressive tendencies.

Council places a high importance on dogs being on leads and dogs being confined to their property to minimise risk exposure to the community.

Residents should be reminded that every dog has the capacity to bite. Children should be supervised around dogs at all times. Dog owners should be made aware of the potential implications for their dog if it bites.

All school children in the municipality can receive instruction in how to behave around dogs through the Bureau of Animal Welfare Responsible Pet Schools program or the schools contacting Council.

CONFINEMENT OF CATS AND THE PREVENTION OF DOGS WANDERING AT LARGE

Dogs that wander at large contribute to a significant proportion of dog management problems and essentially the majority of dog attacks are the result of inadequate confinement.

Council has procedures for dealing with complaints about dogs wandering at large. Dog owners are encouraged to maintain fencing.

Cats that wander are a potential nuisance to others and potentially contribute to the pool of unwanted litters. Council has established procedures for dealing with complaints about cats. The existing cat trap procedures are based on current best practice principals. However, it is proposed to review these procedures to improve the turn around time for cages and make more effective use of the cat traps.

...do you care for a cat? take ownership...

CAT MANAGEMENT – FERAL AND SEMI OWNED CATS

Cats that are wandering at large annoy neighbours and may be harmed by cars, dogs and other cats. If they are not desexed, cats can also contribute to the population of stray and feral cats.

Cat owners need to be encouraged to be responsible pet owners rather than semi owners who feed their cats but take no further responsibility for the cat. This practice escalates overpopulation of cats and cats becoming feral.

A strong education focus of the Domestic Animal Management Plan will be to encourage people to desex, identify and confine their cats.

THE WELFARE OF DOGS AND CATS

The number of animals impounded every year remains high. Many are returned or re-homed but many also need to be euthanased. The number of animals impounded is a result of:

- unwanted litters;
- lost animals (unidentified and/or unregistered animals that cannot be returned to their owners);
- relinquished and/or unclaimed animals; and
- the inability to confine pets to their property.

The number of animals put down each year is extremely high as a result of a very low reclaimed or rehoused rate for cats in particular.

The reasons for this are:

- pets being unable to be returned to their owners;
- pets being unable to be re-homed with new owners (this in turn is dependent upon the number of people willing to adopt an animal from a shelter and the temperament and ability of the animal to be re-homed);
- emotional impact on animal shelters;
- overpopulation.

Council believes responsible pet ownership is fundamental to animal welfare as *a dog or cat is a pet for life.*

COMMUNITY SAFETY

There needs to be a balance between the rights of animal owners and the rights and safety of others. Many incidents of attacking, rushing, barking and menacing are not reported. Some adults and children are afraid of dogs; others are not sure if a dog is friendly or not, while others wish to be free of interference from other people's dogs.

Community safety is a paramount consideration in the operation of this plan. An education program will be undertaken to inform residents of the Shire's requirements for all dogs to be on a leash in public places.

...owners must confine their dogs to their property unless they are under effective control...

BARKING DOGS

Barking dog complaints have increased in recent years with the rising incidence of pets being left alone during the day, increases in housing density and declining levels of tolerance generally.

Excessive barking is caused by but not limited to:

- Separation anxiety
- Boredom
- External stimuli (e.g. passers by, other dogs barking, cats)
- Territorialism (visitors to the property)
- Communication

Often the owner is not at home to hear or stop excessive barking.

Council has procedures for dealing with barking dog complaints including forms officers use to conduct an investigation.

PROMOTE SOCIALISATION AND DOG TRAINING

As part of being a responsible pet owner puppy socialisation and dog obedience training should be encouraged and promoted through local obedience training schools.

REGISTRATION AND IDENTIFICATION



Council's objective is to maximise the number of registered and identifiable domestic animals. All dogs and cats over the age of three months are required to be registered with Council.

To increase registrations and identification of animals Council proposes to undertake an advertising campaign to:

- promote the benefits of animal registration;
- undertake an animal audit by randomly door knocking premises in the municipality;
- the introduction of a bi-annual Microchipping and animal registration day in the municipality; and
- review the current animal registration fees to encourage registrations.

LOST AND FOUND DOGS AND CATS

If you find a lost dog or cat please contact Council as soon as possible in order for the animal to be scanned for a microchip with a view to being returned home. Council advertises missing animals in local and surrounding newspapers. Council officers regularly take calls from owners missing their dog or cat and many have been successfully reunited because the animal was appropriately identified.

COMPLIANCE OFFICER TRAINING AND DEVELOPMENT

Council's objective is to ensure that all staff involved in animal management have the knowledge and skills necessary to carry out their work.

Council's intentions for training and development in this area include:

- Certificate IV training in Animal Control and Regulation;
- Animal management and handling training;
- Training in dealing with the community; and
- Dealing with Aggressive Customers training.

ENCOURAGING RESPONSIBLE PET OWNERSHIP – COMMUNITY EDUCATION

The objective is to encourage people to manage pets in a way that protects the health and welfare of the animal, maximises the companion benefits of their pet and minimises potential for nuisance or harm to others.

Council's current and ongoing education activities and programs aimed at promoting responsible pet ownership are limited to media publications and microchipping and animal registration days. However, future initiatives include:

- Education/Communication – i.e. media, Council website and community newsletters;
- Ongoing microchipping and animal registration days; and
- Promote responsible pet ownership program to the entire community

5. PERFORMANCE MONITORING AND EVALUATION

OUR PERFORMANCE MONITORING AND EVALUATIONS PROCESS

Council will monitor the performance of the animal management services that is detailed in this plan by reporting six monthly to Council with specific outcomes also to be reported in Council's Annual Report.

KEY PERFORMANCE INDICATORS

KPIs: (indicative)	Target
1. Dog Registration rate: (% Dogs registered)	+5%
2. Cat Registration rate: (% cats registered)	+5%
3. Enforcement Success Rate: (% successful prosecutions)	100%
4. Dog Complaints: (Number of dog complaints)	-5%
5. Cat Complaints: (Number of cat complaints)	-5%
6. Dog Attacks: (Number of dog attacks causing injury)	-50%
7. Dog Rehousing Rate: (% total dogs rehoused)	+50%
8. Cat Rehousing Rate: (% total cats rehoused)	+50%
9. Dog Reclaim Rate: (% total dogs reclaimed)	+50%
10. Cat Reclaim Rate: (% total cats reclaimed)	+50%
11. Dog Euthanasia Rate: (% total dogs euthanased)	-50%
12. Cat Euthanasia Rate: (% total cats euthanased)	-50%

REVIEW CYCLE / DATE FOR THIS PLAN

The Domestic Animal Management Plan will be reviewed on a six monthly basis by the Compliance unit. Should there be any issues that fall out of those reviews they will be reported to the Manager Planning and Compliance.

..registration, microchipping, desexing.....being a responsible pet owner...

Appendix A: ACTION PLAN – NEW INITIATIVE / PROGRAM / SERVICE

INITIATIVE	ACTION	RESPONSIBLE OFFICER	WHEN
Initiative 1 Responsible pet ownership	Media campaigns including local newspapers, Council website and community newsletter; Ongoing microchipping and animal registration days; Place artwork on compliance vehicles.	Manager Planning & Compliance	2008-2011
Initiative 2 Desexing dogs and cats	Resolution by Council	Council	October 2008
Initiative 3 Microchipping dogs and cats	Resolution by Council	Council	October 2008
Initiative 4 Dog attacks (including livestock & mauling)	Continued promotion of Responsible Pet Ownership; Utilise the local media to report the outcomes of prosecutions to the broader community.	Manager Planning and Compliance	2008-2011
Initiative 5 Prevention of dogs and cats wandering at large	Continued promotion of Responsible Pet Ownership eg: encourage owners & their pets to exercise regularly; Encourage dog and cat owners to confine their animals to their property; To encourage those persons who feed / look after cats to take full responsibility and become responsible pet owners.	Manager Planning and Compliance	2008-2011
Initiative 6 The welfare of dogs and cats	To promote the health and wellbeing of dogs and cats throughout the municipality	Manager Planning and Compliance	2008-2011
Initiative 7 Community Safety	Making sure that the community become responsible pet owners thereby enhancing the safety of streets and parks by dogs being on leash and effectively controlled.	Manager Planning and Compliance	2008-2011
Initiative 8 Barking dogs	Education of the community on the issue of barking dogs which generally results from dogs becoming bored in their environment.	Manager Planning and Compliance	2008-2011
Initiative 9 Promote socialisation and dog training	As part of being a responsible pet owner, puppy socialisation and dog obedience training will be encouraged.	Manager Planning and Compliance	2008-2011
Initiative 10 Registration and identification	Undertake an advertising campaign to promote the benefits of animal registration; Undertake an animal audit by randomly door knocking properties in the Shire; Ongoing microchipping and animal registration days; Review the current animal registration fees to encourage registrations.	Manager Planning and Compliance	2008-2011
Initiative 11 Conduct Animal Management Training	Encourage officers to undertake and complete Certificate IV training in Animal Management; Undertake training in dealing with the community.	Manager Planning and Compliance	2008-2011
Initiative 12 Monitor performance and evaluate the effectiveness of services	Six monthly report to Council; Reporting through the Council Annual Report.	Manager Planning and Compliance	2008-2011